TELEGRAM

37 JUL 31 PM 2 59

ND486DWR

PORTLAND 130P 31

A T MERCIER SF

H 973 ADDITIONAL COPY IN MAIL DATE A 86

ELK.

TELEGRAM

OPERATING DEPARTMENT

1937 JUL 31 PM 3 52

6-36-7250M

C.S.-2191-D

TELEGRAM

SPECIFY CLASS OF SERVICE

PREFERRED ( )
DAY (D)
NIGHT ( )

003-03

Portland - July 31, 1937

A T Mercier - San Fran

H-973. Additional copy in mail date. A-86

E L King...130pm

C O N F I R M A T I O N

Copy attached.

OPERATING DEPARTMENT

1937 AUG 2 AM 8 52

1-37-3800M—S

C. S -2191

TELEGRAM

SPECIFY CLASS OF SERVICE

PREFERRED ( )
DAY (D)
NIGHT ( )

EL PASO - July 31, 1937

A T MERCIER---San Francisco

H-972. Report mailed 28th. Sending you extra copy. D--415

H S FAIRBANK

3:47PM

cc-mail-Mr. Mercier

Report attached.

3-37 275M C. S. 8537-A

MAILGRAM

Sacto. July 31, 1937

Mr. A. T. Mercier - San Francisco

Your Mailgram July 21, concerning the article for the November, 1937, issue of FORTUNE magazine:

The Sacramento Division, the "Old Man" of the Southern Pacific family, looks about to see if "Grand Pap" is losing ground with age or losing any of his prestige to find he still retains the leadership, which he should retain as the Father of the Railroad Divisions.

The Division is steeped in history from the time the Big Four conceived the Pacific Railroad idea here at Sacramento; Huntington, Hopkins, Crocker and Stanford. Following the plans of their Engineers, Juda, Montague and Clement, a ship, the "Herald of the Morning" arrived at Sacramento on October 8, 1863 with the first 100 tons of iron rail the first shipment of rail for their dream railroad. Ground was broken at Front and K Streets on January 8, 1863, by Leland Stanford, then Governor of the State of California. The first rails were laid on October 26, 1863.

Following the laying of the rails, came the Railroad's equipment; eight locomotives, 18 passenger cars, 4 combination express and baggage cars, 30 box cars and 30 platform cars. Gone are these relics which were then the pride of the west, but from them came the huge transpertation facility of today interwoven through its history with the building of a really great Western Empire.

Only the leaders had the faith the Railroad could top the high Sierras and history records many set-backs; however, the line reached the Summit in 1867 with Donner Lake lying below with its memories of the Donner Party, who had perished there in their attempt to cross the Summit in 1846. Time Marched On in those days as it does today and May 10, 1869 , the last spike was driven at Promontory Point and the Pacific Railroad was a reality.

This Railroad had one shop in those days at Sacramento, starting wigh fifteen employes in 1863, with a monthly payroll in 1867 of $6750.00. Last month, this same Railroad, with shops at numerous points on the System, had 3250 men employed in the Sacramento Shops with a monthly payroll of $450,000.00.

Through the years and up to today, the Sacramento Division holds its prestige as the Father of Divisions, with 2047.7 miles of operated mileage divided into 1021.3 miles of main track, 392.6 miles of Branch Line track and 633.8 miles of sidings.

Seldom does one think of the height of a railroad division, but the Sacramento Division is distinctive in height as well as length with a portion of the trackage near Isleton in the Sacramento River Delta 5-1/2 feet below sea level and the tracks crossing the Donner Summit at elevation 7017 feet above sea level.

3-37 275M

MAILGRAM

C. S. 5527-A

This height means a diversity in operation with its flat valley mileage, it winding foothill mileage, and its mountain operation climbing atop the Sierras and Siskiyous, east into Nevada and north into Oregon.

The valley lines reach into the Sacramento River Delta, where thousands of cars of asparagus, celery, and tree fruits are grown and shipped to the eastern markets. The foothill country produces thousands of cars of pears, plums, cherries and peaches, which likewise move to the east, the north and the south. The Sacramento Valley produces thousands of cars of grain, rice and beans and from the Marysville and Yuba City Districts come the peaches moving to the canneries from California's largest peach bowl. Seventy thousand acres of sugar beets are produced along the valley lines and transported to refineries. Stock, in the form of cattle, hogs, and sheep are produced in the valley, foothills, and mountains and move to the markets besides their movement from the valleys to the mountains for summer feeding.

From the north end of the Division comes millions of board feet of logs to the mills and finished lumber from the mills to the markets.

In addition to the regular operations of the originating tonnage on the 2047 mile Division, our Division bypasses that tonnage from the north to the south and west and the transcontinental tonnage originating beyond the Division through the Roseville Yard and freight terminal. Here the Pacific Fruit Express maintain and operate their largest icing plant in the West where all perishable cars are pre-iced, iced, and reiced in their various routes to the markets.

The Division has its operating problems as they not only transport all traffic originating on the Division, but transport the traffic originating north of the Tehachapi Mountains. These operating problems are many, but they reach their peak when "Old Man Winter" takes possession of his season. The average total snowfall at Donner Summit for the past 47 years is 409 inches of snow. The records show a maximum of 776 inches and a minimum of 200 inches, but always plenty of snow. Railroadwise, the snow line lies at elevation 2500, which means we have about 375 miles of track on the Sierras and Siskiyou Like subject to heavy snows.

The lines are kept open through the use of rotaries, flangers and spreaders, a task which is with us from the middle of November to the middle of March.

About the time the snows have ceased to fly, come the warm spring rains, reaching into the mountains in February and March and down comes Mr. Snow into the Sacramento, American, Yuba and Feather Rivers and numerous tributaries causing damage to our valley roadbeds unless our forces stand guard to turn these waters into bypass channels to prevent untold damage, delays and expense.

3-37 275M

MAILGRAM

C. S. 8527-A

Before the advent of double track and the present heavy powered locomotives, this Division maintained the largest house in the world, the Sierra snowshed, 156,259 feet in length covering in part the line of the old single track from Blue Canon to Truckee. Time Marches On and the second track, heavy power, improved snow fighting rotaries, flangers and spreaders permitted the removal of miles of shed with the exception of such shed as covered switches and sidings and at certain points where their protection is absolutely necessary to the protection of the line and its operation.

Thinking back, we feel a bit old, but looking ahead, we see the same opportunities offered the builders. Our State, with its 6,000,000 people will grow to a State of 12,000,000. Nature will hold our Division as the Northern Gateway to the vast empire and our transportation problem is, in our opinion, as young today as it seemed young to the Big Four.

We see tunnels through our mountains, grade and curve improvements, power and equipment improvements, improved speeds and schedules and here we have the Old Man of the Divisions to take the leadership. FF-9

W. L. Hack

003-02

Bakersfield, July 31, 1937

Mr. A. T. Mercier:

Your wire H-972 July 31st requesting additional copy of material submitted for article in Fortune Magazine about S. P. Co.

Herewith additional copy as requested.

J. D. Brennan

AM ®

L

TELEGRAM

1937 JUL 31 PM 4 06

DAY393SWCR

ELPASO 31 453P

A T MERCIER SANFRAN

H-972 REPORT MAILED 28TH SENDING YOU EXTRA COPY D-415

H S FAIRBANK.

TELEGRAM

July 31, 1937

Mr. A. T. Mercier:

Your mailgram H-945 July 21st concerning an article on the Southern Pacific to appear in the November issue of FORTUNE magazine:

Attached is memorandum covering the topics assigned to me.

A. A. Lowe

July 31, 1937

Mr. A. T. Mercier:

Your mailgram H-945 July 21st concerning an article on the Southern Pacific to appear in the November issue of FORTUNE magazine:

Attached is memorandum covering the topics assigned to me.

A. A. Lowe

WEL

7-36—500M

C. S. 5527

MAILGRAM

San Francisco, July 31, 1937.

Mr. A. T. Mercier:

H-945 and H-972. Attached are three copies of memorandum suggesting and describing topics which might be included in article about the Southern Pacific Company to be published in the "Fortune" magazine. B-555.

W B Kirkland
G

Encl.

Building, July 31, 1937.

Mr. A. T. Mercier:

Replying to your mailgram H-945 of July 21, 1937, outlining information for use of writers preparing an article on the Southern Pacific Company to be published in Fortune Magazine:

We have reviewed the issues of the magazine wherein the Pennsylvania Railroad was the subject, and replying to your * mailgram we have outlined in the attached memorandum in narrative form the outstanding problems and subjects of interest relating to engineering, construction and maintenance phases of the development of the Pacific Lines of the System.

Memorandum is enclosed in triplicate.

* Encls.

W H Kirkbride
mcd

As Corrected by WHK.

9-36-939M—S

C. S. 2191-B

TELEGRAM

SPECIFY CLASS OF SERVICE

PREFERRED ( )
DAY ( )
NIGHT ( )

H. W. M.
JUL 31 1937

003-03

8/3

San Francisco, July 31, 1937

G. E. GAYLORD - Oakland Pier
W. L. HACK - Sacramento
J. C. GOODFELLOW - Ogden
E. L. KING - Portland
J. J. JORDAN - San Francisco
J. D. BRENNAN - Bakersfield
C. F. DONNATIN - Los Angeles
H. S. FAIRBANK - El Paso

Jt. Supts.

My confidential mailgram 21st. Will be helpful if those of you who have not submitted FORTUNE material will send in triplicate instead of duplicate. If already forwarded and you can furnish readily additional copy, shall appreciate it. H-972

A. T. MERCIER

Approved for Sending
By R. E. H. JUL 31 1937

cc--Mr. Geo. McCormick
Mr. W. H. Kirkbride
Mr. W. B. Kirkland
Mr. A. A. Lowe
Mr. A. S. McKelligon
Mr. A. W. Flanagan
Mr. D. O'Connell
Mr. S. A. Pope

Will you please also be guided by the foregoing?

A. T. MERCIER

HWM:jmc

003-02

Portland - July 30, 1937

Mr. A. T. Mercier:

Your H-945 July 21st relative to article to appear in a forthcoming issue of Fortune Magazine.

Herewith notes in duplicate covering matters on the Portland Division.

E. L. Kuhrt

Oakland Pier, July 30, 1937

Mr. A.T. Mercier:

Your joint confidential mailgram, H-945, of July 21, relative to article on Southern Pacific to be published in the November issue of FORTUNE magazine:

I enclose write-up, in duplicate as requested, for the Western Division.

I have not included the matters of equipment maintenance, maintenance of track and structures, car supply, and the various problems which confront us in the handling of our peak seasonal business and the freight at our large stations, etc., as it is my understanding of your mailgram that those features will be taken care of by Messrs. McCormick, Kirkbride, Kirkland, and Lowe.

If additional back ground history is desired, would respectfully refer you to article I contributed on the former Stockton Division which appears in the December 1920 issue of Southern Pacific Bulletin and article furnished by Mr. Rowlands on the Western Division which appears in the October 1920 issue of our bulletin. It may be that those articles contain historical information which it may be desired to include in the article to appear in FORTUNE.

encl.

San Francisco, July 30, 1937.

Mr A T Mercier:

Your mailgram H-945, July 21, relative to proposed magazine article:

Herewith in duplicate is the submission for the Coast Division. As suggested, we have cited articles in the "Bulletin" to cover certain subjects. Other phases of the operations we have left to be covered by other departments as there will no doubt be duplications in any event.

H H Jones

3-37 275M C. S. 5527-A

MAILGRAM

July 30, 1937

Mr. V. S. Andrus:

Herewith copy of Mr. McGinnis' letter to me July 26, requesting information to show that if the tractive power exerted to move our best known passenger trains under existing conditions of grade and curvature were exerted to move those same trains over a railroad such as the Pennsylvania where conditions are more favorable, our trains would attain much higher speeds.

This information is desired in connection with a major article on Southern Pacific which FORTUNE magazine is preparing for its November 1937 issue.

If you can develop conveniently any data which can be presented in form easily understood by the average reader, will you please send me five copies. Our request for all of this information specifies that it shall be in Mr. K. C. Ingram's hands by August 5. H-969

Encl.

cc--Mr. F. S. McGinnis

(Signed) J. H. DYER
G. C. P.

HWM:jmc

July 29, 1937

Mr. Theodore Wright:

As requested, herewith four copies of memorandum describing our General Office Library and Tea Room.

Signed G. C. PATERSON

Encl.

HWM:jmc

R. E. H.
JUL 29 1937

SOUTHERN PACIFIC GENERAL OFFICE LIBRARY AND TEA ROOM

On the top floor of its General Office Building overlooking San Francisco Bay, Southern Pacific maintains an up-to-date 8000 volume business, reference, and fiction library (from "Life" to H. G. Wells' "Science of Life") - one of the oldest in San Francisco, established 1908 - and for its 850 women employes in the headquarters building, a morale-building tea and rest room.

LIBRARY: Staffed by a librarian (B.L., California '08) and an assistant, acts as a repository for books, trade publications, and reports of special interest to railroads and public utilities in general; and historical, non-fiction, and reference works. There is a library club for circulating popular fiction and magazines among employe members. Standard card cataloguing is used.

Separate law and geological libraries are kept in those departments.

WOMEN'S TEA AND REST ROOMS: Established 1912, also in charge of librarian, the dining room with capacity of 180 opens through French doors onto the roof of one wing of the building for out-of-doors eating, sunning, and exercise.

In a shining kitchen with racks of dishes for self-service, Southern Pacific women draw free coffee or brew tea, and may purchase fruit and ice cream at cost. There is a steam table and electric toaster to help prepare lunch, and a battery of small sinks makes each girl's dish washing simple.

Always available are rest room facilities and a "silence room"

with lounges and an easy chair. After office hours the tea room houses accounting and traffic classes, occasionally an employe banquet, employe meetings, dramatic and glee club rehearsals, and bridge tournaments.

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003-03

San Francisco, California, July 28, 1937.

Mr.A.T.Mercier:

Referring to your mailgram of July 21, file H-945, addressed to division superintendents and operating departments relative to a railroad story for the magazine "Fortune":

I am attaching hereto a brief story of the telegraph department.

Encl.

F/m

W. E. Donagan

San Francisco, Calif.
July 28, 1937.

Mr. A. T. Mercier:

Replying to your mailogram of July 21st, 1937 I am inclosing three copies of information requested about Library and Tea Room.

Julia Evans.

WOMEN'S TEA ROOM AND REST ROOM.

Always solicitious as to their well-being, the SOUTHERN PACIFIC COMPANY maintains for the convenience and comfort of the 826 women employees in the General Office Building, an attractive and well-appointed Tea Room and Rest Room. They gatherthere for luncheon and are provided with tea and coffee without charge. The policy of self-help has worked out with great success, each girl drawing her own cup of coffee from the steaming urns where the Tea Room Attendant has prepared it, and washing her own cup, saucer, etc. and replacing it on the shelf when through. Ample sink space and hot water are provided for this purpose, and in addition there are facilities for heating and toasting such items of their lunches as they wish. Fruit and ice cream are provided at ~~actual~~ cost.

The Tea Room, which seats 180 at a time, opens out onto the roof of the ~~entire~~ east wing of the building, offering opportunity for enjoying luncheon out-of-doors, or exercising, etc. for those who wish.

In addition to the luncheon period activities, the Tea Room has become a center of activity for many and varying groups after office hours and in the evening. Series of classes in Accounting and Traffic are held, meeting of the S. P. Club Representatives, occasional banquets, rehearsals for Club Players etc. while every Monday the Glee Club holds rehearsals there and every Tuesday evening the Contract Bridge enthusiasts play Duplicate there.

~~Ever~~ since its inception December 23, 1912, the Tea Room and Rest Room have been in charge of Miss Julia Evans.

G.C.P.
JUL 29 1937

San Francisco, July 29, 1937.

CONFIDENTIAL

Mr. G. M. Betterton
Dr. W. B. Coffey
Mr. D. V. Cowden
Mr. J. H. Dyer
Mr. C. R. Harding
Mr. R. G. Hillebrand
Mr. F. L. McCaffery
Mr. F. S. McGinnis
Mr. Frank Mulks
Mr. J. T. Saunders
Mr. C. M. Scott
Mr. Guy V. Shoup
Mr. M. J. Wise
Mr. W. A. Worthington

Further regarding my circular letter to you July 16 on FORTUNE's proposed article:

It would be helpful if you would let me have the material you prepare in duplicate.

Please note also that this is desired by August 5.

K. C. INGRAM

KCI.

003-03

Ogden- July 29, 1937

Mr. A. T. Mercier -

Your Confidential mailgram H-945, of July 21, requesting information relative Salt Lake Division, for use in an article in FORTUNE MAGAZINE.

Herewith information requested for the Salt Lake Division in the form of a "Story Of The Salt Lake Division".

We have taken you at your word and the article is both profuse and diffuse. I believe that it contains the information which you desire.

Goodfellow

003-6

July 29, 1937

Mr. A. T. Mercier:

Your mailgram of July 21, symbol H-945, asking for material for an article to appear in FORTUNE:

Attached is a history of activities along the Los Angeles Division which may be helpful in preparing the article.

C. A. Lindbergh

enc.

6-36 200M

MAILGRAM

C. S. 5527-A

Tucson, July 28, 1937.

C O N F I D E N T I A L

Mr. A. T. Mercier:

H-945. Please be referred to Southern Pacific Bulletin February 1921 which would appear to cover essential facts and story of the early development of this region and Division and which should be supplemented by Southern Pacific Bulletin of November 1926, pages 9 and 10, descriptive of the opening of the "New Main Line Wellton to Picacho." Also please refer to Southern Pacific Bulletin July 1937, page 5.

Apparently the high point which will be grasped by a historian or writer after perusal of these data is the transition of a large portion of the State from desert to high productive agricultural territory and of the Railroad from a simple stretch of desert track connecting two productive ends of a transcontinental system across aried country to a producers Railroad where thousands of cars of varied products are loaded annually and where the crude arrastres of the early miners have given place to the enormous smelters; the ollas to modern air conditioning, even of the mines, and the early cattle ranges have had to move to make way for the numerous dude ranches where thousands annually find health and wholesome recreation. M-396.

Wm. Wilson.

6-36 200M

C. S. 5527-A

MAILGRAM

Tucson, July 28, 1937.

CONFIDENTIAL

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Wm. Wilson.

3-37 275M

MAILGRAM

C. S. 5527-A

COPY

CONFIDENTIAL

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WM. WILSON

HWM

July 28, 1937

Mr. Eric Hodgins,
Fortune,
135 East 42nd St.,
New York City.

Dear Mr. Hodgins:

Thank you very much for yours of July 20th enclosing copy of the type of advertising being done by The Glidden Company.

This is an effective advertisement. The color treatment is striking. The impression on me is that intense and constructive thought has been given to the production, including the vitally important element of human appeal, and the result so arrests the attention that a favorable attitude toward Glidden products is immediately formed.

Very truly yours,

(Signed) J. H. DYER

bc - Mr. K. C. Ingram:

Attach copy of Mr. Hodgins' letter together with the advertisement that accompanied it.

If we could get something in color of our Daylight in the forthcoming writeup of our activities in FORTUNE that will have the same appeal as this Glidden advertisement, consider it will be very valuable to us.

GCP:eam

(Signed) J. H. DYER

003-03

Bakersfield, July 28, 1937

Mr. A. T. Mercier:

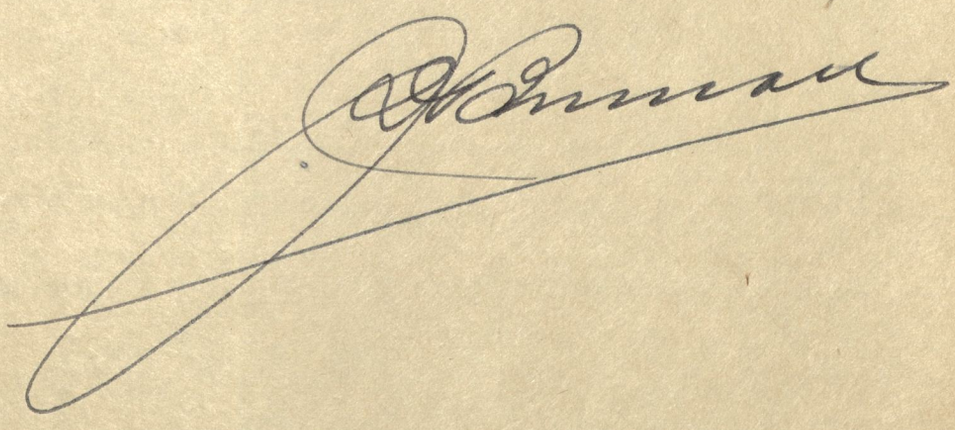
Herewith an 18-page composition entitled "The San Joaquin Division of the Southern Pacific Company and The San Joaquin Valley of California" as requested in your mailgram H-945 of July 21, concerning forthcoming article in Fortune magazine about the Southern Pacific.

Along with a description of the division, this article intends to give a picture of the operation of the agricultural and industrial life in the valley. On the San Joaquin Division I believe we have as diversified crops, as well as operating conditions, as any division on the railroad. We have endeavored to show that west of Bakersfield we have the lower end of the extensive San Joaquin Valley with a large agricultural territory to serve; and that in this district we are ideally situated in that there are no grades and our main track, as well as the secondary main track (Porterville Line) together with tributary branches reach out in all directions to serve the loading points.

The handling of perishable has been described, bringing out that in order to handle the seasonal crops, the larger portion of which are of a perishable nature and operate on a definite schedule to eastern markets, speed is the essence of the operation. Inasmuch as the schedule departure point on our line is located at Roseville, as compared with Bakersfield on the Santa Fe, means that in order to arrive Roseville in time for the scheduled departure of the fruit blocks we must operate on a close margin for time; and in order to meet intensive competition from the Santa Fe in the southern San Joaquin Valley, taking into consideration the comparatively

ranches and on the desert there has been developed through the years a large mining industry, principally gold and silver. On the desert also are located many chemical deposits, some of which are explained in the accompanying article, and which are extensively used in industry.

In the preparation of this composition, which is submitted in duplicate, it was the thought to put it up partly in narrative form in order to make it more attractive to the greatest number of readers. I hope this is what is desired.



Bakersfield, July 28, 1937

Mr. A. T. Mercier:

Herewith an 18-page composition entitled "The San Joaquin Division of the Southern Pacific Company and The San Joaquin Valley of California" as requested in your mailgram M-945 of July 21, concerning forthcoming article in Fortune magazine about the Southern Pacific.

Along with a description of the division, this article intends to give a picture of the operation of the agricultural and industrial life in the valley. On the San Joaquin Division I believe we have as diversified crops, as well as operating conditions, as any division on the railroad. We have endeavored to show that west of Bakersfield we have the lower end of the extensive San Joaquin Valley with a large agricultural territory to serve; and that in this district we are ideally situated in that there are no grades and our main track, as well as the secondary main track (Porterville Line) together with tributary branches reach out in all directions to serve the loading points.

The handling of perishable has been described, bringing out that in order to handle the seasonal crops, the larger portion of which are of a perishable nature and operate on a definite schedule to eastern markets, speed is the essence of the operation. Inasmuch as the schedule departure point on our line is located at Roseville, as compared with Bakersfield on the Santa Fe, means that in order to arrive Roseville in time for the scheduled departure of the fruit blocks we must operate on a close margin for time; and in order to meet intensive competition from the Santa Fe in the southern San Joaquin Valley, taking into consideration the comparatively

recent inauguration of the precooling system of perishable fruit protection, every effort is made to meet the 7:00 p.m. schedule departure time from Roseville.

We have explained that from Bakersfield to Saugus, on the remaining portion of the San Joaquin Division, we have two mountain ranges and the Mojave desert to cross, with four helper districts. Operating conditions in this territory are severe in that we have long unbroken stretches of 2.2% grades combined with numerous curves many of which are ten degrees. Also, to further complicate the operation between Bakersfield and Mojave, a distance of 67.8 miles, the Southern Pacific has as its tenant railroad the Santa Fe. In this district over the Tehachapi Mountains this joint operation with the Santa Fe, requiring helper engines to be operated by both companies, results in a very busy piece of railroad. As stated before, Bakersfield is the schedule departure point for eastern perishable shipments on the Santa Fe and, inasmuch as the route over our rails on the Tehachapi Mountain is their only outlet from the San Joaquin Valley, all empty equipment inbound and loaded cars outbound must pass over this joint track.

The diversity of products originating on this division are not, I believe, equalled on any other division. In the Valley District are many thousands of acres of perishable, such as fruits and vegetables, also important productions include oil, cotton, grain, livestock, etc. In the area around Bakersfield, in addition to the farming, we have numerous oil fields which contribute their varied products; in the mountain districts there are large cattle

ranches and on the desert there has been developed through the years a large mining industry, principally gold and silver. On the desert also are located many chemical deposits, some of which are explained in the accompanying article, and which are extensively used in industry.

In the preparation of this composition, which is submitted in duplicate, it was the thought to put it up partly in narrative form in order to make it more attractive to the greatest number of readers. I hope this is what is desired.

Original Signed
J. D. Brennan

FEK/rcm

G. C. P.
JUL 28 1937

San Francisco, July 27, 1937.

Mr. W. D. McDonald,
San Francisco.

J. H. DYER
JUL 28 1937

As progress report in connection with proposed FORTUNE article on Southern Pacific Company, I quote the following telegram, dated Portland July 26, from Mr. Lindsay Campbell of my staff, who is accompanying the FORTUNE artist, Mr. Jamieson, on tour of our Lines:

"For your information, on arrival here today Jamieson received twelve of the twenty-five sketches he sent Fortune, which he will finish, most of them large, in water color for full color reproduction. Those selected by Fortune art director included

"Daylight" in Los Angeles station
Date development, Indio
Louisiana rice field
Icing cars on desert at night
Sahuaro with Camelback in background,
to be finished small for decoration
Two El Paso smelter sketches
Shipping honeydew melons at Brawley
Desert scene showing track
Desert scene with train
Salt River Valley development
Sketch made at Kellogg Ranch, Los Angeles."

Mr. Jamieson is to mail from Portland the preliminary sketches made in the territory from Los Angeles to Portland, and from these sketches FORTUNE editors at New York will select additional pictures they wish completed for possible publication.

As a matter of further information, I quote the following telegram I sent today to Mr. H. H. Gray at New York:

"Suggest you ask Fortune people if they would not like to have tentative reservations made now on City of San Francisco or Forty-Niner for the writer they plan to send out here early in August. Assume writer would wish to ride one of these streamliners. Suggest you get in touch with Miss Divvers, as managing editor Davenport advised me she would handle current arrangements while he is on vacation."

G. C. P.
JUL 28 1937

I plan to meet the FORTUNE writer when or before he reaches our lines and devote to him all my time, or as much as he may indicate is welcome, while he is assigned to this job.

cc Mr. J. H. Dyer
Mr. J. T. Saunders
Mr. F. S. McGinnis

K. C. INGRAM

ORIGINAL SIGNED
K. C. INGRAM

TELEGRAM

10-34-500M

CLASS OF SERVICE
(Preferred, Day or Night)

C. S. 2191-B

San Francisco, July 28, 1937.

LINDSAY CAMPBELL
c/o J. A. ORMANDY
PORTLAND

J. H. DYER
JUL. 28 1937

Note Fortune art director selected only one T & N O sketch, namely Louisiana rice field, the El Paso representation being joint. Pacific Lines territory is of course relatively much more important, nevertheless it seems that substitution of additional scene from T & N O territory for Pacific Lines scene would help balance representation. Freight traffic department concurs in this. You might call Mr. Jamieson's attention to it. N-101.

K. C. INGRAM

cc Mr. J. H. Dyer
Mr. J. T. Saunders
Mr. F. S. McGinnis

G. C. P.
JUL 28 1937

C
O
P
Y

X:

San Francisco, July 26, 1937

Mr. J. H. Dyer:

A few years back, Mr. Sproule had information worked up showing that, considering the pull against the engine, the OVERLAND LIMITED was the fastest train operated in America. In other words, he had figures prepared comparing the speed of the 20TH CENTURY, BROADWAY LIMITED and other fast eastern trains, with the OVERLAND LIMITED basing the service on a level track. It was found that the tractive effort put forth by an engine on the OVERLAND, compared with the tractive power put forth by other fast trains of the country was much greater and therefore from that standpoint, the OVERLAND was the fastest running train in America.

Am wondering if you have any figures, or could have prepared any figures showing just how we stand at the present time, so far as the OVERLAND LIMITED, GOLDEN STATE, Streamliner and 49er are concerned. The new CASCADE could be included in this data also.

Think this would prove very interesting information for the article being prepared for FORGUNE Magazine, because it would indicate what we have to do to render a speed per mile, comparable with a speed per mile of other railroads, in the country, particularly the Pennsylvania which is praised so highly in recent issues of FORTUNE.

To put it another way, it would show that putting the same effort forth as the Pennsylvania, we are operating our trains on a faster and better scheme of operation than they are.

(SIGNED) F. S. McGINNIS (LCI)

C
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3-37 275M

C. S. 5527-A

MAILGRAM

00303

H. W. M.
JUL 22 1937

Mr. Hancock #2

7/29

and hand no less than head - and not to some special adaptation of the acquisitive instinct as in the business world. You do not love money if you work for the Pennsylvania Railroad. You do not love freedom either, except as it comes at seventy, wrapped in a pension and an honorable record. Your time is not your own and there are no private satisfactions. There is only one satisfaction, a deep one common to the entire population: that of performing the daily miracle of moving five thousand gigantic, temperamental, ponderous, menacing groupings of tonnage precariously from here to there."

Wish to reiterate that this article will be written strictly from FORTUNE'S viewpoint, although we shall have an opportunity to review a draft of the story and discuss points of interpretation. H-947

A. T. MERCIER

Miller — Mercier
Rather than
to write at
suggest
down "writer" at
services
few
we can get
the meat
7/27/37

3-37 275M

MAILGRAM

C. S. 5527-A

003-03

July 22, 1937

CONFIDENTIAL

Mr. A. J. Hancock:

Herewith copy of my mailgram of the 21st about developing material for an article on Southern Pacific in the November 1937 issue of FORTUNE magazine.

In transmitting the request for this material to Mr. Dyer, Mr. K. C. Ingram suggests that undoubtedly FORTUNE will want to know about our labor policy, and I should be glad to receive your suggestions as to what may be said in that direction. Think it is safe to assume that regardless of what we do or do not tell them, they will form their own conclusions anyway, as note the following from article on the Pennsylvania Railroad which appeared in their May 1936 issue:

> "Do not think of the Pennsylvania Railroad as a business enterprise. Think of it as a nation. It is a bigger nation than Turkey or Uruguay. Its boundaries are wider and it has larger revenues and a larger public debt than they. Corporately also it behaves like a nation; it blankets the lives of its 100,000 citizens like a nation, it requires an allegiance as single as a patriot's. The Pennsylvania man who, trained to the railroad, forsakes it, is as abnormal as the U.S. citizen who expatriates himself.
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> "The men who move these trains are soldiers, with no more private lives than other soldiers. They are subject to a strictly military discipline of orders, reprimands, citations; they are on call for duty day and night. Even the noncombatant 15 per cent - the traffic men and office workers - like their armed compatriots of the tracks and trains, live under martial law. For example, they are not fired - they are put on 'extended furlough' (their pay stops, of course). The classifications of rank and pay are no less rigid and public than the U.S. Army's. There is the same jealousy among the officers' wives and the same soldierly acceptance, not without bitterness, of missed advancement; for the standards of advancement are commonly understood, and they relate to the integrated virtues of the whole man - heart, back,

"Confidential".

Oakland Pier, July 21, 1937.

Mr.A.T.Mercier:-

Herewith memorandum covering the ferry steamers as requested in your mailgram H-945 of July 21, 1937.

Any photos you may desire of the ferry boats can be had from Mr.Irwin, of the duplicating bureau.

Chas. D. Kent

F-L.

At the present time this Company has in operation at all times, five passenger boats, three plying between San Francisco and Oakland Pier and two between San Francisco and Alameda Pier.

These boats are the most modern and up-to-date to be found in any part of the world.

"Safety First" has been developed to such a point that the only cause for accidents is found in high heeled shoes which occassionally cause feminine wearers to stumble on the stairs.

Staticians inform us that it is less hazardous today to travel accross the continent by train than it is to cross Main Street. This degree of safety has not been neglected or overlooked on our ferry system and every effort is put forth to safeguard the life and limb of those who travel on San Francisco Bay by water.

It is not common knowledge how far the regulations of the government go toward the operation, care and maintenance of ferry craft. Functioning under the jurisdiction of the United States Dept. of Commerce is the Steamboat Inspection Service, which provides and enforces the "rules of the road", designed to make water transportation safe.

It is said that more people pass through the ferry station and cross the Bay on ferry boats in twenty-four-hours than through any one station in the United States and in this respect is exceeded only by Charing Cross station in London.

The ferry system marks the beginning of each trans-continental trip East and the end of the trip West, and the recently completed bay bridge will in no way effect the ferries in the handling of the overland travelers

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3-37 275M

MAILGRAM

C. S. 5527-A

CONFIDENTIAL

July 21, 1937.

Mr. Geo. McCormick, (4)
Mr. W. H. Kirkbride,
Mr. W. B. Kirkland,
Mr. A. A. Lowe,
Mr. A. S. McKelligon,
Mr. A. W. Flanagan,
Mr. D. O'Connell,
Mr. G. E. Gaylord,
Mr. W. L. Hack,
Mr. J. C. Goodfellow,
Mr. E. L. King,
Mr. J. J. Jordan,
Mr. J. D. Brennan,
Mr. C. F. Donnatin,
Mr. Wm. Wilson,
Mr. H. S. Fairbank,
Mr. Chas. F. Heath,
Mr. S. A. Pope.

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> "It is my feeling--and correct me if I am wrong--that the story of the Southern Pacific is very much the story of the area which the railroad serves, an area of extremes and variety, though predominantly agricultural."

and additionally we wish to stress that the story of the development of the area served is the story of Southern Pacific pioneering.

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As suggestions, it will be helpful in presenting our story to FORTUNE writers if you will furnish me in duplicate not later than July 31 (this is not a tentative but a positive date)memoranda somewhat as follows:

Mr. McCormick:

Outline sketch of our manufacturing activities; car building, locomotive and car repair, rebuilding, modernizing and equipment reclamation work -- General Shops.

West Oakland Shipyard.

Trend of locomotive and car designing.

Motive power problem.

Fuel oil problem.

Think we can use as an outline on air-conditioning, CITY OF SAN FRANCISCO, DAYLIGHT and FORTY-NINER the articles in Bulletin issues of, respectively, October 1935, June 1936, March 1937 and May 1937, supplemented with any further data necessary to bring up to date.

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"Service of Supply."

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Mr. Flanagan:

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Comparison of construction and maintenance problems with other railroads.

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Each one of the ten operating divisions is so distinctly different from the others, that I should like each Superintendent to stress what in his mind sets it out from its neighbors. Do not even suggest an outline of what your memoranda should cover, feeling that by leaving it to your ingenuity we shall obtain ten distinct pictures of Southern Pacific operations. As FORTUNE says, "Let them be as profuse and diffuse as they want..."

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outline in form easy to understand than a rambling account which attempts to cover the whole property.

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Back copies of FORTUNE are very scarce, but if San Francisco officers wish to see the two I have, they may do so by calling at Room 665. The Pennsylvania story will give an idea of what our own may be like. H-945

A. T. MERCIER

RH

3-37 275M

C. S. 5527-A

MAILGRAM

003-03

H. W. M.
JUL 22 1937

July 22, 1937

7/29

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A. T. MERCIER

(SIGNED) A. T. MERCIER
R. E. H.

HWM:jmc

3-37 275M

MAILGRAM

C. S. 5527-A

CONFIDENTIAL

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A. T. MERCIER

HWM:jmc

002-03

G. C. P.
JUL 20 1937

J. H. DYER
JUL. 20. 1937

J. H. DYER
JUL. 20. 1937

San Francisco, July 20, 1937.

Mr. H. M. Lull,
Houston.

FORTUNE Magazine is planning an article on Southern Pacific Company for its issue of November, 1937. Please note attached circular letter regarding this subject that Mr. K. C. Ingram of my staff addressed to general department heads here July 16.

I shall be glad to have by August 5 any information or suggestions relating to the T & N O Lines or Steamship Lines that you think would be helpful in this connection.

A. D. McDONALD

ORIGINAL SIGNED
A. D. McDONALD

cc Mr. J. H. Dyer
Mr. J. T. Saunders
Mr. F. S. McGinnis
Mr. K. C. Ingram

Encl.

G. C. P.
JUL 20 1937

003-03

J. H. DYER
JUL 20 1937

July 20, 1937.

Mr. Walter Douglas,
Chairman of the Board,
Southern Pacific Railroad Company of Mexico,
Mexico City, Mexico.

Dear Mr. Douglas:

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Yours truly,

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A. B. McDONALD

Encl.

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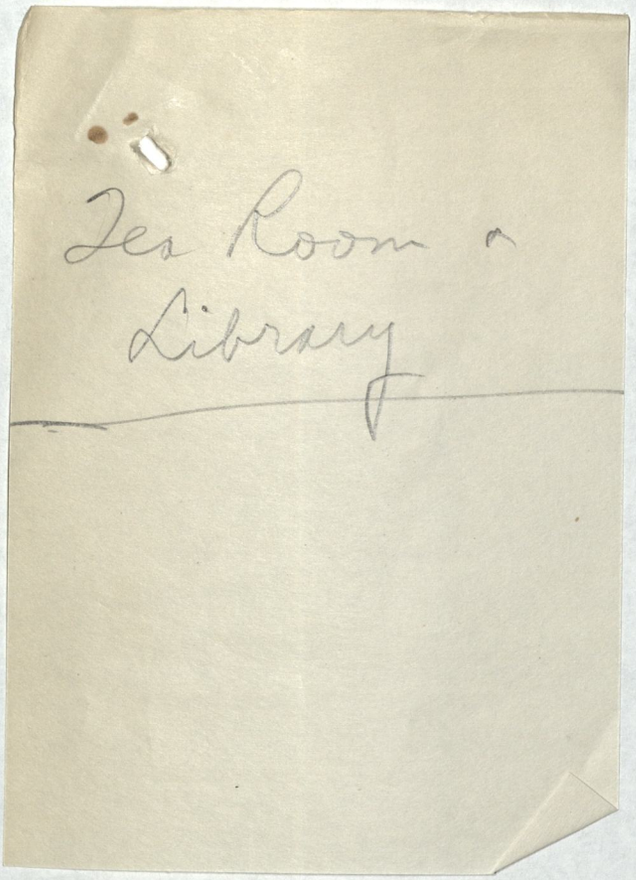
Mr. F. S. McGinnis
Mr. K. C. Ingram


Tea Room
Library

J. H. DYER
JUL. 19 1937

San Francisco, July 17, 1937.

Personal

Mr. J. H. Dyer,
San Francisco.

Referring to my confidential circular of June 16 on proposed Fortune article:

I think it would be helpful to the Fortune writers if you prefaced whatever material you submit in this connection with an outline sketch of the entire physical plant of the Southern Pacific; its trackage, shops, structures, rolling equipment, etc.

Just as suggestions, I am listing a few items that seem worthy of especial comment:

1. How Southern Pacific operating problems and Western railroad operation differ from those in the Middle West and East.

2. How do we rate among the railroads as to mountain grades, tunnels and bridges? President McDonald spoke to me particularly about this, saying, as I remember, that we had about fifty miles of tunnels, including 41 tunnels alone on the Northwestern Pacific comprising six miles.

3. Desert?

4. Water problems?

5. Brief description, with dates, of our outstanding engineering feats.

6. Old-time construction, like the pioneering building over the Sierras, Lucin cut-off, Tehachapi Loop, and the more recent construction such as Natron cut-off, Phoenix line, double-tracking the Sierra, Mexican lines completion, Carquinez Bridge.

7. Description of our proposed railway operation on the San Francisco Bay bridge.

8. Distinctive Southern Pacific locomotive designing.

9. Extent activities and operation of our shops.

10. Employes.

Undoubtdly Fortune will want to know, too, about our labor policy.

K. C. INGRAM

KCI.

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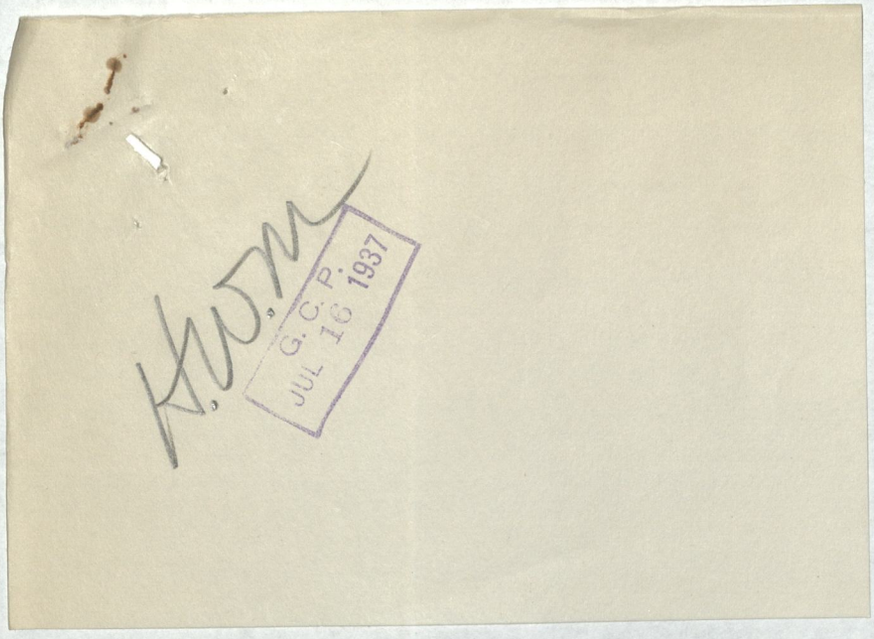
G. C. P.
JUL 16 1937

CONFIDENTIAL

San Francisco, July 16, 1937.

J. H. DYER
JUL 16 1937

Mr. G. M. Betterton
Dr. W. B. Coffey
Mr. D. V. Cowden
Mr. J. H. Dyer
Mr. C. R. Harding
Mr. R. G. Hillebrand
Mr. F. L. McCaffery
Mr. F. S. McGinnis
Mr. Frank Mulks
Mr. J. T. Saunders
Mr. C. M. Scott
Mr. Guy V. Shoup
Mr. M. J. Wise
Mr. W. A. Worthington

Your cooperation is requested in developing material for a major article on Southern Pacific Company that FORTUNE Magazine is planning for its November, 1937, issue.

For your information, FORTUNE has already started an artist, Mr. Mitchell Jamieson, on a complete tour of our lines to prepare preliminary color sketches. He is now on the Texas & Louisiana Lines, being accompanied by Mr. Lindsay Campbell of my office, and will leave El Paso for Tucson on No. 11, July 17.

The magazine expects to send a writer out here for the month of August.

In preliminary correspondence, FORTUNE editors said they thought it was "high time that we did a Western railroad" and that "frequently our choice of subject is influenced by the knowledge that the company in question will cooperate with figures and analyses, some of which may not have been published before in a lay magazine. It would be a great help if you could assure us of this kind of cooperation. In return, of course, a preliminary draft of the story would be submitted to your people for the correction of facts and the discussion of points of interpretation and opinion."

After taking the matter up with President McDonald, I informed the FORTUNE people we would fully cooperate. Thereafter I sent them a good deal of material, including our annual report, maps, the booklet "Facts About Southern Pacific," mimeographed historical sketch of the Company, pictures, booklets, and other printed matter.

On June 21 Mr. Russell W. Davenport, managing editor of FORTUNE, wrote me in part as follows:

> "It is my feeling--and correct me if I am wrong--that the story of the Southern Pacific is very much the story of the area which the railroad serves, an area of extremes and variety, though predominantly agricultural."

We felt it was fortunate that FORTUNE had in mind tying in the story of Southern Pacific with the area the railroad serves, and wrote Mr. Davenport in reply that "also to a considerable degree the story of the development of the area served is the story of Southern Pacific pioneering."

On July 14 I took the liberty of wiring Mr. Davenport:

> "Would you care to have me ask our top officers at this time to put together in written form the basic facts and figures regarding our properties and principal phases of our operations, adding comment as to significance, mentioning interesting features exclusive to Southern Pacific, and telling of peculiar problems faced and how met. This is suggested because it is sometimes a slow job getting such information together and further with thought that such information in memorandum might be a convenience to your writer in affording a basic survey of Company to start with and perhaps suggest phases he may wish to go into more fully later."

In reply Mr. Davenport wired July 15:

> "Think your idea of asking officers to prepare reports is splendid and would enormously speed up story. Let them be as profuse and as diffuse as they want and assure them that we shall treat everything as confidential."

In the light of the foregoing, will you not kindly assist in this matter by letting me have the information suggested in simplified easy-to-understand form, even though the basic facts and figures may duplicate what has already been given them in the annual report or otherwise.

We are not paying anything for this article nor will FORTUNE permit us even to assist with transportation for their representatives over our lines. It will not be a Southern Pacific publicity story but

an article about the Company written from FORTUNE's own viewpoint, which is always independent and often critical, as you note from the article on the Pennsylvania Railroad run in their May and June, 1936, issues, copies of which are available at my office. You know, of course, that FORTUNE editors seldom if ever treat any subject in a purely facts-and-figures way, but like to have all the colorful and interesting sidelights they can get. We can not control their article to any extent except as indicated regarding correction of facts and discussion of points of interpretation. However, we believe if we make all the helpful information easily available to them and are prepared to discuss policy and other points which the Pennsylvania Railroad article may indicate they would treat, the net result will be favorable.

In addition to memos covering the various properties and activities under your jurisdiction, I will appreciate having separately any suggestion you may offer on any phase of the Company.

The earlier this information is received the more useful it will be, and I should like to have it all by August 5.

K. C. INGRAM

cc Mr. A. D. McDonald

San Francisco, July 16, 1937.

Mr. J. T. Saunders:
Mr. F. S. McGinnis:

I have the following telegram this afternoon from Lindsay Campbell at Marathon regarding his trip with FORTUNE's artist, Mitchell Jamieson:

"Arrive El Paso Number One tonight. Leave Saturday Number One and leave Phoenix Number One Monday, stopping Niland until Number 11; arriving Los Angeles Monday p. m. This will give Jamieson smelter sketches he is instructed to get, characteristic bits in Salt River Valley, Desert resorts, etc. and date and other activities at Niland representative of Imperial Valley. Will contact Scott and Monahan at Los Angeles and advise you further. Jamieson's instructions are to proceed via Los Angeles and San Francisco to Portland with of course necessary stops. He is to send sketches to New York from Los Angeles and from Portland and wait at Portland until Fortune returns to him sketches they want finished for reproduction in full water color. His finished sketches must be in New York not later than September one, so he will have to keep moving, as finishing sketches may require his returning to places he made them."

Assume Mr. Saunders will advise Mr. Scott and Mr. Klein and that Mr. McGinnis will advise Mr. Monahan and Mr. Ormandy as to what is contemplated.

K. C. INGRAM

cc Mr. J. H. Dyer ✓

KCI.

G. C. P.
JUL 16 1937

003-03

San Francisco, July 15, 1937.

Mr. J. T. Saunders,
San Francisco.

In response to your inquiry as to when FORTUNE's artist, Mr. Mitchell Jamieson, will arrive on our lines, I have the following telegrams today:

Mr. J. T. Monroe wires from Houston:

"Campbell and Jamieson leave Houston tonight on Sunset Limited for El Paso and understand from Campbell that he wired you today movements out of El Paso. E-153."

Mr. Lindsay Campbell wires from Houston:

"Jamieson got some good sketches in Louisians sugar territory. Leaving here tonight for El Paso, where he is under instructions to get some smelter stuff. We go from El Paso to Tucson, leaving El Paso No. Eleven Saturday night. You might advise Trimble."

Will you advise Mr. Trimble?

K. C. INGRAM

cc Mr. J. H. Dyer
Mr. F. S. McGinnis

ORIGINAL SIGNED
K. C. INGRAM

(TELEGRAM-COPY) 0003

G. C. P.
JUL 14 1937

Houston, July , 1937.

K. C. INGRAM
SAN FRANCISCO.

N-137, Trip of Messrs. Mitchell Jamieson and Linsy Campbell over our lines for making sketches for Fortune Magazine: our representative met Campbell on arrival Houston, accompanying hi July twelfth to New Orleans. Mr. Jamieson was met on arrival New Orleans Tuesday morning. Spent day there, touring that city, discussing hi spots Louisiana territory, etc. Left New Orleans last night, laving train at Franklin, from which point they will travel over vangeline country territory by automobile, making sketches of varie agricultural products through that section today. Scheduled reach Houton tonight and will confer in morning regarding districts to be coverd in Texas, and you will be advised further regarding their movements in Texas. E-50.

J. T. MONROE

(Copies made for

Mr. J. H. Dyer
Mr. J. T. Saunders
Mr. F. S. McGinnis

K. C. Ingram 7-14-37)

100

003-03 003

Note 2

C. P.
JUL 13 1937

K:
San Francisco, July 9, 1937

Mr. K. C. Ingram:

Your letter July 6 about the Fortune artist and asking for suggestions as to subjects to be dealt with by the artist.

I think Mr. Saunders' suggestions are very good from a point of view of color and agriculture and other industrial development important to us and at the same time giving some representation to scenic attractiveness which benefits us from a passenger point of view.

I presume suggestions will be obtained from T&NO officers but it seems to me that by all means something should be obtained in the neighborhood of New Orleans or of the Evangeline Country showing the agriculture there and at the same time the attractiveness of the Evangeline Country. The South should be emphasized too in order to get in the sweep of the territory served by our lines. Of course, the T&NO officers will insist on the Rio Grande Valley being dealt with. At Phoenix it seems to me the artist can indicate Superstition Mountain and Camelback.

It would seem to be worthwhile if the artist could make a short side-trip down to Hermosillo, or probably better to San Blas where the heavy agricultural production is since this would give the Mexican atmosphere and would indicate still more the sweep of Southern Pacific System.

It would be very gratifying to us to bring in the Desert resorts at Indio and Palm Springs and possibly this can be done through picturing the date orchards nearby with Mount Jacinto in the background.

It seems to us that there should be a picture of Great Salt Lake since this is one of the key attractions of our lines and the causeway, of course, represents one of the outstanding engineering feats in the growth of Southern Pacific's lines.

In discussion of earlier activities of Southern Pacific, Fortune may wish to mention Southern Pacific's activity in promoting or building resort hotels. Therefore, something showing scene at Del Monte might be worked in which would give nice passenger publicity for the Coast and at the same time show Southern Pacific's early aggressiveness.

As you know, our Advertising Bureau has a very fine collection of scenes along our lines taken by an outstanding photographer showing the territory actually seen from the train windows and generally showing some evidence of the railroad in the picture. I think it will be worth while for the artist to see this collection when he is in San Francisco as some of the prints may act as memos for his guidance and to refresh his memory or to help him elaborate on any thumb-nail sketches he makes en route.

cc-Mr. J. T. Saunders
Mr. J. H. Dyer

003-

San Francisco, July 12, 1937

File: 501-Fortune Magazone

Mr. K. C. Ingram:

Supplementing my letter July 7 about suggestions for illustrations in forthcoming article in Fortune:

Have the following suggestions to add:

(1) In the Sutter Basin, the largest single peach crop in the world should prove a suitable subject for good color at this time of the year.

(2) On the Walnut Grove Branch, the rich Delta farming district adjacent to the Sacramento River should afford an opportunity for a good view of one of the most highly developed agricultural sections in the West.

ORIGINAL SIGNED
J. T. SAUNDERS
S. K. B.

cc - Mr. F. S. McGinnis
Mr. J. H. Dyer

003-03

G. C. P.
JUL 09 1937

San Francisco, July 7, 1937

File: 501-Fortune Magazine

Mr. K. C. Ingram:

Your letter, July 6 about the Fortune article:

Suggest for consideration --

(1) At Watsonville Junction, from the hills Southeast of the station, you can observe the big bend in the main line at Watsonville Junction station, lettuce fields both east and west of the track, and to the east of these, the apple orchards of the Pajaro Valley. This view includes the ice dock, packing houses, station facilities and the community.

(2) At Redlands, Calif. from Smiley Heights looking west toward Riverside can be observed the main line through the San Gregorio Pass, with citrus groves blanketed on both sides by the mountains. No difficulty shouldbe encountered in finding locations that included citrus and walnut packing houses.

(3) At Phoenix, from the Loor's Tower, particularly at sunset, it should be possible to obtain good color which included the important agricultural development of the Salt River Valley parallel to the Phoenix main line west of Phoenix.

(4) Imperial Valley can be covered from any one of a number of points.

(5) Near Santa Barbara proper inspection will develop a number of points where citrus, walnut, or bean production can be tied in to the railroad location, including the ocean within the view.

(6) In the San Joaquin Valley from the foothills near Porterville, good color can be gotten that includes grape and citrus harvest at this time of year.

(7) At Newcastle, good color can be gotten looking Southeast across the main toward the foothill deciduous fruit belt which will include the double track main line over the Sierra Nevada Mountains in the background.

(8) Near Fortuna on the Northwestern Pacific, good color should be obtainable combining relatively less important agricultural production with dairying operations conducted in the vicinity of the Redwood trees on the NWP east of Fortuna.

(9) Near Klamath Falls you can include potato and grain production in the Tule Lake Basin with the mountain country including Shasta.

(10) Between Eugene and Portland, exceedingly good color can be obtained that will combine agricultural production, the Willamette River and lumbering operations.

The foregoing are preliminary and will be supplemented.

ORIGINAL SIGNED
J. T. SAUNDERS
S. K. B.

cc - Mr. F. S. McGinnis
Mr. J. H. Dyer

003-03

G. C. P. JUL -7 1937

San Francisco, July 6, 1937.

J. H. DYER JUL.7-1937

T. M. JUL 7 1937

Mr. C. T. Saunders:
Mr. F. S. McGinnis:

In connection with a major article on Southern Pacific which FORTUNE is planning for its November issue, that magazine is sending an artist immediately to tour our lines for the purpose of planning illustrations. In this connection, Managing Editor Russell W. Davenport wrote me June 21:

> "It is my feeling--and correct me if I am wrong--that the story of the Southern Pacific is very much the story of the area which the railroad serves, an area of extremes and variety, though predominantly agricultural. I think that there are wonderful possibilities for color, and I am planning to send out some young artist to do special pictures for us."

On July 2 Art Editor Eleanor Treacy wrote me:

> "We should like to send an artist, Mitchell Jamieson, to do a complete tour of your main line, observing the country as he goes along, and making sketches. From these sketches will be chosen several subjects to be worked up into finished paintings to illustrate our article.
>
> "We are particularly anxious that these paintings shall show the relation of the railroad to the area it serves, with proper emphasis on the agricultural districts.
>
> "I shall be grateful if you can arrange a tour for Mr. Jamieson as early in July as possible."

Arrangements for this trip are being made by Mr. McGinnis and myself through Mr. Hugh Gray of New York, from whom we are awaiting advice as to definite arrangements for Mr. Jamieson's trip.

In the meantime, will you not kindly give the matter of illustrations--particularly color illustrations--some thought and let me have your suggestions, noting particularly what the FORTUNE people have said about agricultural districts, in relation to the Southern Pacific.

cc Mr. J. H. Dyer ✓

K. C. INGRAM

KCI

ORIGINAL SIGNED
K. C. INGRAM

G. C. P. JUL 6 1937

3-37 275M DAILY COPY MAILGRAM 003-03 C. S. 5527-A

July 22, 1937

CONFIDENTIAL

Mr. A. J. Hancock:

Herewith copy of my mailgram of the 21st about developing material for an article on Southern Pacific in the November 1937 issue of FORTUNE magazine.

In transmitting the request for this material to Mr. Dyer, Mr. K. C. Ingram suggests that undoubtedly FORTUNE will want to know about our labor policy, and I should be glad to receive your suggestions as to what may be said in that direction. Think it is safe to assume that regardless of what we do or do not tell them, they will form their own conclusions anyway, as note the following from article on the Pennsylvania Railroad which appeared in their May 1936 issue:

> "Do not think of the Pennsylvania Railroad as a business enterprise. Think of it as a nation. It is a bigger nation than Turkey or Uruguay. Its boundaries are wider and it has larger revenues and a larger public debt than they. Corporately also it behaves like a nation; it blankets the lives of its 100,000 citizens like a nation, it requires an allegiance as single as a patriot's. The Pennsylvania man who, trained to the railroad, forsakes it, is as abnormal as the U.S. citizen who expatriates himself.
>
> "The men who move these trains are soldiers, with no more private lives than other soldiers. They are subject to a strictly military discipline of orders, reprimands, citations; they are on call for duty day and night. Even the noncombatant 15 per cent - the traffic men and office workers - like their armed compatriots of the tracks and trains, live under martial law. For example, they are not fired - they are put on 'extended furlough' (their pay stops, of course). The classifications of rank and pay are no less rigid and public than the U.S. Army's. There is the same jealousy among the officers' wives and the same soldierly acceptance, not without bitterness, of missed advancement; for the standards of advancement are commonly understood, and they relate to the integrated virtues of the whole man - heart, back,

3-37 275M

MAILGRAM

C. S. 5527-A

Mr. Hancock #2

and hand no less than head - and not to some special adaptation of the acquisitive instinct as in the business world. You do not love money if you work for the Pennsylvania Railroad. You do not love freedom either, except as it comes at seventy, wrapped in a pension and an honorable record. Your time is not your own and there are no private satisfactions. There is only one satisfaction, a deep one common to the entire population: that of performing the daily miracle of moving five thousand gigantic, temperamental, ponderous, menacing groupings of tonnage precariously from here to there."

Wish to reiterate that this article will be written strictly from FORTUNE'S viewpoint, although we shall have an opportunity to review a draft of the story and discuss points of interpretation. H-947

A. T. MERCIER

HWM:jmc

3-37 275M DAILY COPY

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Mr. A. A. Lowe,
Mr. A. S. McKelligon,
Mr. A. W. Flanagan,
Mr. D. O'Connell,
Mr. G. E. Gaylord,
Mr. W. L. Hack,
Mr. J. C. Goodfellow,
Mr. E. L. King,
Mr. J. J. Jordan,
Mr. J. D. Brennan,
Mr. C. F. Donnatin,
Mr. Wm. Wilson,
Mr. H. S. Fairbank,
Mr. Chas. F. Heath,
Mr. S. A. Pope.

For a major article on Southern Pacific in the November, 1937 issue of FORTUNE magazine, our Company is cooperating in gathering material in addition to that gathered by an artist now on our lines and a writer who will be with us during August.

This will not be a Southern Pacific publicity story, but an article about the railroad written from FORTUNE'S own viewpoint, which is always independent and often critical, as will be noted by those who have read the article on the Pennsylvania Railroad which ran in their May and June 1936 issues.

These articles dramatizing business never have been written from a facts-and-figures viewpoint, but have been built into really absorbing stories of industry, with identifying maps, colorful illustrations, and intimate sketches. The theme of the Southern Pacific story is summed up in the following from the Managing Editor of FORTUNE:

> "It is my feeling--and correct me if I am wrong--that the story of the Southern Pacific is very much the story of the area which the railroad serves, an area of extremes and variety, though predominantly agricultural."

and additionally we wish to stress that the story of the development of the area served is the story of Southern Pacific pioneering.

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West Oakland Shipyard.

Trend of locomotive and car designing.

Motive power problem.

Fuel oil problem.

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Timber treatment.

Water problems - New Mexico water supply.

Fuel stations.

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Mr. Kirkland:

Transportation picture - organization of equipment to handle seasonal peaks - perishable and manifest freight - fast overnight freight - manifest system - car supply.

Movement of fuel oil.

How do our transportation and car supply problems rate among other railroads?

Unusual problems and shipments.

Smudge oil.

Mr. Lowe:

Organization to meet seasonal peak traffic with sufficient power, men, cabooses, etc.

You will undoubtedly have something interesting to contribute on our safety and educational work.

Mechanization of freight handling at large stations.

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"Service of Supply."

Manufactures - West Oakland Mill

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We cannot control the article to any extent except to correct facts and discuss points of interpretation.

As suggestions, it will be helpful in presenting our story to FORTUNE writers if you will furnish me in duplicate not later than July 31 (this is not a tentative but a positive date)memoranda somewhat as follows:

Mr. McCormick:

Outline sketch of our manufacturing activities; car building, locomotive and car repair, rebuilding, modernizing and equipment reclamation work -- General Shops.

West Oakland Shipyard.

Trend of locomotive and car designing.

Motive power problem.

Fuel oil problem.

Think we can use as an outline on air-conditioning, CITY OF SAN FRANCISCO, DAYLIGHT and FORTY-NINER the articles in Bulletin issues of, respectively, October 1935, June 1936, March 1937 and May 1937, supplemented with any further data necessary to bring up to date.

Mr. Kirkbride:

How have construction and maintenance problems on Southern Pacific properties differed from those of railroads in the middle west and east?

Outline (from an engineering viewpoint) of pioneer construction over the Sierra Nevada Mountains, Lucin Cut-off, Tehachapi Loop, and more recent construction of the Natron Cut-off, Phoenix line, double track over the Sierra, Martinez-Benicia Bridge.

MAILGRAM

-4-

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Mr. O'Connell:

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C. S. 5527-A

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